Defense Visual Information Report –
Joint Combat Camera (COMCAM) Planning Group (JCCPG) Meeting

1. DATE(S) OF MEETING: 15-17 Nov 2011

2. ORGANIZATION, LOCATION: Defense Media Activity, FT George Meade MD

3. KEY DVI ATTENDEES: COL Mearen Bethea, USA, Director, Defense Visual Information, LCDR Douglas Houser, Chief, Joint Combat Camera Program, LT Renee Soltes, Officer in Charge Information and Operations Coordination Center, Barbara Burfeind, Chief, of VI Plans & Integration, Julia Hickey, Archivist.

4. PURPOSE OF EVENT: The JCCPG, hosted twice each year by DVI and DIMOC, provides a forum for key COMCAM leaders and force providers from Service components, combatant commands and COMCAM units to discuss, explore, develop, propose, and provide COMCAM and VI recommendations to the DMA and the ASD (PA). Issues included improving COMCAM exercise, contingency, deliberate and crisis-action planning support, and procedural and technical interoperability standards for COMCAM Forces, equipment, and systems.

Defense Media Activity Director, Mr. Russell provided the attendees the new DMA organization chart, discussed the DMA move and the BRAC law and actions that put DMA at Fort Meade. Specifically, Mr Russell noted that DMA consolidates all DOD communication capabilities in a central location. He also briefly discussed how DMA now owns the Public Affairs proponency mission that was previously held by JPASE. Additionally, efforts to sustain DVIDS capabilities in the out years were discussed.

Each Service was well represented. Joint Service attendance and participation throughout the event is absolutely critical to the valuable exchange of information. Service involvement increased the effectiveness and ensured maximum benefit to those attending, contributing immensely to the overall success of the meeting.

The meeting was hosted by Defense Media Activity, chaired by COL Bethea and executed by LCDR Doug Houser, Chief Combat Camera Program Manager. Administrative responsibilities and logistics for the event were provided by Barbara Burfeind, Chief Visual Integration, Julia Hickey, Archivist and Mass Communication Specialist Sandra DeMunnik.

Of particular note, was the subject matter expert exchange with the 55th Signal Combat Camera Company and members from Sweden Combat Camera leadership. The topics/focus areas of discussion addressed were COMCAM training, equipment, recruitment and workflow. The coinciding dates of the SME exchange allowed for participation in the JCCPG by the Swedes and to interact with members from the COMCAM community.

Defense Visual Information Report –
Joint Combat Camera (COMCAM) Planning Group (JCCPG) Meeting

From a Visual Information/COMCAM professional perspective, the JCCPG meeting and SME exchange participants gained a great deal regarding the unique aspects of Swedish COMCAM. Our respective Combat Camera programs share some of the same issues and concerns. Continued information exchanges, particularly regarding "lessons learned" within the operational arena, will foster a professional partnership we can build upon and which may serve as a powerful example that will inspire other NATO countries or organizations to model.

5. KEY ATTENDEES:
   – See attached attendee list and agenda

6. DISCUSSION: Fifty- six personnel attended the event. Discussions included current and future global force management of the COMCAM and VI forces, doctrine, and service responsibilities. DINFOS representatives, Mr. Bruce Colkitt and Mr. Bryan Logan, provided information regarding DINFOS training and policies delineating modifying or including specific training into the curriculum. Joint Staff J39 representative, Mr. Basheer Ilyas, attended the event and stressed the importance of lessons learned, especially in establishing doctrine. He encouraged group support to commanders and contingency plans. Additionally, an insightful brief was given by MSGT Swart, representing JPASE, where the group discussed pursuing better methods to incorporate VI/JPASE participation into exercises, operations and training. Many recommendations and tasks were identified and from which several will become future action items for the group.

7. OBSERVATIONS/RECOMMENDATIONS:

7.1 COMCAM ANNEX DEVELOPMENT: Not all Combatant Commands (COCOM's) annex's have COMCAM written into them. This presents an issue for operational planners who are not familiar with COMCAM and their specialties as they relate to themes and messages. This is especially important when trying to achieve commander's objectives.

7.1.1 RECOMMENDATION(S): COCOM Combat Camera Planners and Visual Information representatives have the responsibility to ensure COMCAM is written into Contingency Plans Annex's so that they are included into Deployment Orders (DEPORDS) and Execute Orders (EXORDS). Detailed Component COMCAM responsibilities are delineated in the COMCAM Multi-Service Tactics Techniques & Procedures (MTTP) and each COCOM should tailor their CONOPS for operating in a Joint environment. VI and COMCAM Planners need to be keenly aware of operational requirements inherent to their particular AOR. Additionally, the recently revised 5040.2 instruction provides guidance and can be referenced. DVI Joint COMCAM Program Manager is available to assist or coordinate as required in the development of these annexes.

7.2 UNIVERSAL JOINT TASK LIST (UJTL): OEF/OIF provided opportunities for COMCAM to develop and hone their skills involving operating in a Joint environment. With this opportunity came the realization that the UJTL needed to be updated to reflect current COMCAM operations. Additionally, with the drawdown in the CENTCOM AOR it's crucial that these skillsets be identified and documented so that they can be maintained for future contingencies.

7.2.1 RECOMMENDATION(S): Each Service must update their Mission Essential Task List prior to updating the ULTL's. All Services except the Marines have updated their METL's. MAJ Brian Thompson has the responsibility of updating the Marine Corps METL's and will pursue the update. In the meantime, LCDR Houser, the Joint COMCAM Program Manager, will move forward with assembling a Joint Working Group (JWG) to include a UJTL subject matter expert and develop a way ahead with updating the Universal Joint Task List.

7.3 FORCE TRACKING NUMBER (FTN) VALIDATION: FTN's are numbers associated with COMCAM requirements and COMCAM teams are deployed ISO these requirements. These FTN's have are carried over one fiscal year after another. The issue is that with each year these FTN's have not been validated to ensure that the requirement/mission hasn't changed or evolved.

7.3.1 RECOMMENDATION(S): Ultimately it is at COCOM level to ensure the FTN's are valid. However, LCDR Houser will coordinate with the COCOM's, Global Force Manager (Judge Graham) and the Force Providers to validate the FTN's to ensure their accuracy. Specifically, the mission supported, skill sets required, any special uniform requirements. The desired end state is to validate requirements while improving and expanding communication/interaction efforts across the services and COCOM's with relation to existing or evolving requirements.

7.4 SUSTAINMENT OF COMCAM/VI PLANNER EXPERTISE AT THE COCOM'S: COCOM VI/COMCAM Planners play an active and important role when implementing the COMCAM and VI missions. Their involvement in planning for and implementing visual information acquisition into contingency operations and exercises is crucial in supporting commander's intent. The systemic issue involving the attrition of these billets will carry with it a negative impact upon the COCOM's and their ability to effectively execute the VI mission.

7.4.1 RECOMMENDATION(S): Identify COCOM's who will be, or are in jeopardy of losing their COMCAM/VI Planner billets. Coordinate with the COCOM's and existing Planners to possible identify an alternate so that the VI mission is not degraded. Particular attention should be given to those COCOM's who have COMCAM teams deployed to their AOR's and should

ensure that each team has a Senior NCOIC or OIC included in the team make up to ensure continuity.

7.5 IMAGERY STANDARDS: Results from the recent COMCAM survey indicated numerous formats/standards were being utilized. This finding indicates that imagery standard requirements should be established to ensure consistency in capture, transmission and archival.

7.5.1 RECOMMENDATION(S): Review existing imagery standards as published on the defenseimagery.mil website and update as required. A tiered standards approach will be considered for use in the field. Once standards are updated, they will be presented to the DVISC for approval and dissemination. These standards should lead to more deliberate opportunities for visual information system interoperation and integration, thereby expanding opportunities for effectiveness.

7.6 DINFOS TRAINING: COMCAM imagery directly supports key themes and messages for both Information Operations and Public Affairs. The importance of understanding how VI lends support to key themes and messages must be clearly understood by still photographers and videographers alike. More often than not this technique is discussed in planning circles. However, often times those photographers/videographers who capture the imagery don't possess sufficient training to properly incorporate visual information into the overall plan that supports the commander's themes and messages.

7.6.1 RECOMMENDATION: Coordinate with the administrators of the Combat Camera Leadership Course at DINFOS to discuss the possibility of developing and putting into effect a curriculum that properly captures training elements that incorporate visual information into themes and messages.

7.7 INFORMATION OPERATIONS (IO) COORDINATION: Information Operations (IO) and Combat Camera (COMCAM) have long co-existed and supported one another's efforts. However, often times the effect of a combined multi-media message is overlooked, particularly at the tactical level. VI synchronization across the Joint IO/MISO communities is lacking and a better understanding of VI and COMCAM requirements supporting these communities needs to be gained.

7.7.1 RECOMMENDATION(S): Renewed coordination with the IO and MISO needs to be implemented at the operational level. SOCOM has a robust product development team and uses a wide range of imagery for multiple purposes; therefore continued coordination with SOCOM J39 to integrate COMCAM imagery requirements into IO/MISO products can yield noticeable affects within the information environment. Coordination with SOCOM in the form of compiling

a shot list of imagery will be accomplished and shared with deployed COMCAM units. Additional coordination with the DIMOC will be accomplished to create space on the server for imagery supporting IO/MISO objectives. Proposed end state: Capture and make imagery readily available supporting non-kinetic effects to influence the information environment and create atmospheres more conducive to IO operations through the use of visual information.

7.8 JCCPG CRITIQUE SUMMARY: The majority of the 25 responses received for Q's 1-7 were 4 & 5s. Comments of note were: JCCPG provides value of process, networking & face-to-face connections, info-sharing, and COMCAM overview. Face-to-face noted as a must in building relationships and trust. Also of value were comparing notes and seeing what others in the VI community are doing. Several participants considered the international participation (Swedish COMCAM) "a big plus" and desired more. Participants found value in the updates on VI policy, procedures and operations. A participant noted that there was no actual planning and recommended the JCCPG become an active "plans and action group" for future meetings.

--*SIGNED*--
Mearen Bethea
Colonel, USA
Director, Defense Visual Information Directorate
Defense Media Activity

Attachments: Attendee list

Defense Visual Information Report –
Joint Combat Camera (COMCAM) Planning Group (JCCPG) Meeting

Attendees

Name, Rank		Agency	
Abrams, Daniel		DIMOC IOCC	Defense Media Activity
Bethea, Mearen COL		DVI Director	Defense Media Activity
Burfeind, Barbara		DVI	Defense Media Activity
Edrington, Michael		DIMOC Deputy	Defense Media Activity
Hahn, Steve		DVI Deputy	Defense Media Activity
Halbig, Michael Col.		DIMOC Director	Defense Media Activity
Harris, Joe		DVI	Defense Media Activity
Houser, Douglas LCDR		DVI	Defense Media Activity
Soltes, Renee LT		DIMOC IOCC	Defense Media Activity
Ball, Daniel MCC		USN, LCPO, OPS	Fleet COMCAM Group Pacific (FCCGP), San Diego, CA
Bishop, Paul MGySgt		USMC	COMCAM, 2043 Barnett Ave. Quantico VA 22134
Black, Alan		AF PA	Chief, Force Mgmt., AFPA, Pentagon, Wash., DC
Blair, Jared 2LT		Army	55th COMCAM, Ft. Meade, MD
Boadway, Thomas 1SG		Army	982d COMCAM (Airborne) 4300 Airport Dr. NW, Wilson, NC 27896
Bracken, Michael 2LT		Army	S3, 982nd COMCAM Company, Atlanta, GA
Camarotti, Frank SFC		Army	NCOIC, Product Dev. Section, SOCOM, MacDill AFB, Fl
Childress, Raymond CPT		Army	Commander, 982nd COMCAM Company, Atlanta, GA
Clemons, Angel		DINFOS	FT Meade MD
Colkitt, Bruce		DINFOS	Director of Training, FT Meade MD
Copeland, Rachel SSG		Army	982nd COMCAM 4300 Airport Dr. NW, Wilson, NC 27896
Coriano, CMSgt		AF	AFPAA, OPS Supervisor
Davis, Karen Maj.		AF	4th CTCS COMCAM
Day, Daniel LTJG		USN	Fleet Forces Command
Edwards, Wayne MCCM		USN	Fleet COMCAM Group Pacific, San Diego, CA

Elliott, Jeffrey A.		CHINFO	Rm 4B463, 1200 Navy Pentagon, Wash., DC 20350-1200
Faulisi, Piper MSgt		AF	3 CTCS COMCAM
Foley, Sean SFC		Army	VI Manager, 982nd COMCAM Company, Atlanta, GA
Frazier, MCCS		Navy COMCAM	NECC COMCAM SEL, Norfolk, VA
Gesch, Jon MCC		CENTCOM	COMCAM/VI Planner, MacDill AFB, FL
Graham, Judge		GFMAP	Joint Force Coordinator (JFC) Division, JECC. Norfolk, VA
Graham, Lynn		Army	114th Signal Bttn 201 Beasley Dr. Ste 100, Ft. Detrick, MD 21702
Guerra, Jon SFC		Army	55th COMCAM, Ft. Meade, MD
Guitterez, CSM		Army	55th COMCAM, Ft. Meade, MD
Hall, Vernell 1SG		Army	55th COMCAM, Ft. Meade, MD
Harris, XX LTC		Army	Signal Corps (55th COMCAM)
Hillmon, CPT		Army	982nd COMCAM 4300 Airport Dr. NW, Wilson, NC 27896
Ilyas, Brasheer		Joint Staff	J39, Pentagon, Wash., DC
LeMaster, Tim MAJ		USMC	USPACOM/MARFORPAC, Camp H.M. Smith, Hawaii
Logan, Bryan		DINFOS	Academic Director, BSP, Mapes Rd, Fort Meade, MD
Lotz, Jim		AFPAA	1st CTCS COMCAM, San Antonio, TX
Muniz, Howard		NORAD/ NORTHCOM	COMCAM Planner, Peterson AFB, CO
Moreland, Carter LT		Army	55th COMCAM, Ft. Meade, MD
Noah, Darrick 1ST		Army	Det. Cmdr, CJTF-101 COMCAM Bagram
Norr, Scott CDR		Navy COMCAM	Navy Expeditionary COMCAM CO, Norfolk, VA
Paschall, Woody, MC1		USN	Fleet COMCAM Group Pacific (FCCGP), San Diego, CA
Pinkley, Greg LT		USN	AFRICOM, Stuttgart, Germany
Quarterman, Marcus SFC		Army	55th COMCAM, Ft. Meade, MD
Saunders, Chris LT		USN	US Fleet Forces Command, Norfolk, VA
Shelbert, Tyler MAJ		Army	Commander, 55th COMCAM
Sherrouse, Nick LT		USN	EUCOM, COMCAM/VI Planner, Stuttgart, Germany

Sigbrant, Daniel 1st		Sweden	CO Swedish COMCAM
Svensson, Kim WO2		Sweden	Superintendent Swedish COMCAM
Swart, Mark MSgt		Army	JPASE, Suffolk, VA
Thompson, Brian MAJ		USMC	VI Mgmt Office, 2043 Barnett Ave, Quantico VA 22134
Weis, Justin 2LT		Army	55th COMCAM, Ft. Meade, MD
Young, Joan SMSgt		Air Force	2nd CTCS